



Coast Guard Flag Voice 42

CIVILIAN NEEDS ASSESSMENT

If the Coast Guard is to be successful in the future, all individual workforce components must be successful. This means all recruiting, hiring, and development processes must meet the anticipated challenges the Coast Guard is expected to face in the Twenty-first Century. Clearly, we must focus more on the developmental needs of our civilian workforce. At a minimum, workforce recruiting and development tools, such as internships, career ladders, training and education, are critical to a healthy civilian workforce. Currently, our streamlined workforce struggles to do today's work with limited developmental opportunities for the future. I have tasked our Office of Civilian Personnel (G-WPC) to begin a study of those things we must do to meet the human resources requirements of the civilian workforce. My goal is to provide the Chief of Staff of the Coast Guard a plan outlining the specific actions and resources we need to effectively recruit, develop, and retain a high-performing, effective civilian workforce. A high-level guidance team will be composed of Senior Executive Service (SES) members and others in upper management.

Another more specific study already is under way by the Office of Leadership and Career Development (G-WTL) to identify optimal performance characteristics and competencies for GS employees and make practical Coast Guard-wide recommendations for developing these qualities. This effort will become part of the civilian workforce development study effort described above. The Civilian Needs Assessment (CIVNA) Team is using the Human Performance Technology process to ensure data is statistically valid, identify root causes for gaps between optimal and actual competencies, and make realistic recommendations. Although CIVNA specifically looks at GS employees, we anticipate many solutions will benefit WG and NAF employees as well.

The Team began by identifying optimal competencies from a thorough review of CG, DOT, and other governmental source material. Next the Team is using a written survey of the workforce to determine actual levels of competencies. Your commands' civilian employees are receiving a survey in the mail from the Civilian Needs Assessment (CIVNA) Team. There have been some "glitches" in the dissemination of these surveys, and we are working to correct them. Please be aware of this survey and encourage voluntary participation.

During May and June the CIVNA Team will travel to various Coast Guard units with large numbers of GS employees. The Team will hold focus groups with civilian employees to discuss reasons for the differences in optimal and actual competencies. Separate meetings will be held with workers, supervisors, and managers. The Team also will hand-carry surveys for military supervisors or subordinates of civilians. The Team is hand-carrying these surveys because data on civilian/military supervisory relationships is not available due to the separate personnel tracking systems. Please help the

CIVNA Team distribute these surveys to the appropriate individuals and encourage your people to participate in these focus groups. A CIVNA Team member will contact units being asked to hold focus groups. For specific locations with dates and POCs, see <http://www.uscg.mil/hq/cgpc/cpm/news/newcnat.htm>.

Please review ALDISTs 197/99 and 153/99 for additional information.

I ask you all to please give this endeavor your enthusiastic support and encourage full participation in this most important effort. It is a critical piece in defining our civilian workforce of the future. Thanks!

Regards, FL Ames



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